

Participant Materials

The Linkage Management Development Certificate Series

SESSION 3

Foundations in Project Management

Featuring Al Zeitoun, Ph.D., PMP, Chief Projects Officer,
International Institute for Learning, Inc.

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Introduction

Welcome to the third session in *The Linkage Management Development Certificate Series, Foundations in Project Management* presented by Dr. Al Zeitoun. Dr. Zeitoun is the Chief Projects Officer of the International Institute for Learning, Inc. He was a faculty member curriculum developer and an advisory board member for ITT Technical Institute's Master in Project Management program.

Dr. Zeitoun obtained his project management experience in various national and global organizations. His experiences in Germany, the Middle East and the US covered engineering, construction, development, manufacturing, teaching and training project management. He maintains close ties to Oklahoma State University where he taught construction planning and estimating classes and received the Research Excellence Award.

Dr. Zeitoun is an active publisher and presenter in the Project Management Institute's annual seminars and symposia. He also supports various PMI professional activities and is the Accreditation Chair for PMI. In addition, Dr. Zeitoun is a Past President of the Central Indiana PMI Chapter and was the Track Leader for the first Global Project Management Track in the PMI Symposium 1997.

Today's session offers you an opportunity to improve your performance as a project manager. Session participants will learn the principles and key practices of systematic project management. Core topics in project management include: clarifying client expectations, critical success factors, project communication management and risk identification.

Today's program will help you develop the following project management competencies:

- Identify the nature of the project and state the goals and expectations for the project's completion
- Develop a plan for implementing the project
- Track the resources and costs needed to carry out the project

During today's program, Al Zeitoun will provide you with a framework for planning and implementing a wide variety of projects. The information Al will present in the program includes tools and templates to guide your project work to a successful completion. He will also help you develop an approach and give you guidelines and strategies for developing and implementing your own projects.

The work for this session includes a case study. This case study gives you a concrete example of the project management approach. The case study illustrates some of the issues and difficulties of managing projects. The discussion of the case shows you how to avoid project failure, cost over runs and missed deadlines.

What you will learn

By participating in the Foundations in Project Management session you will be able to:

- Identify the critical success factors of successful project management
- Use the techniques and practices of project management to develop and implement your own projects. These techniques and practices include:
 - Clarifying clients' expectations
 - Initiating and chartering a project
 - Developing a project communication strategy
 - Identifying the risks associated with carrying out a project

Pre-presentation activities

The pre-presentation activities are designed to prepare you for the program so that you will derive the maximum benefit from the satellite presentation.

- Read the following materials for background information on project management:
 - The Project Management Institute's *A Guide to the Project Management Body of Knowledge* (PMBOK®), Chapters 3, 5, 6, 9, 10 and 11. You can download these materials by going to the Project Management Institute's website at www.PMI.org.
- Read the CONFIRM Case study (separate from your participant materials).
- Complete the **Project Manager's Skill Requirements Inventory**. Page 41 in your Participant Materials
- Identify a project from your own work that you would like to implement using the project management techniques presented in this session. Keep this project in mind as you listen to the program.

Pre-presentation activities (continued)

In your own words please define the terms or phrases listed below. Al Zeitoun will use these terms during the presentation. Return to this definition following the program to add any additional information you learned.

Client Expectations _____

Project Charter _____

Critical Success Factors _____

Project Communication Management _____

Project Life Cycle _____

SMART Objectives _____

Work Breakdown Structure _____

Work Package _____

Milestone Chart _____

Responsibility Assignment Matrix _____

During this program

- **Participate!** Actively follow along by using these Participant Materials for your notes.
- Submit questions to be addressed by Al Zeitoun during the question and answer session. Al will respond to questions in the latter third of the program. To submit questions, complete either the fax form found on pages 43-44 or call in when prompted during the program.

Today's program

Dr. Zeitoun will begin the session today by defining project management and outlining a process and a framework. He will review the benefits of the project management approach and help you see how project management is applicable to your work.

In the next part of the program, Dr. Zeitoun will list and discuss the five Critical Success Factors in project management. He will detail how to organize and manage the important communication aspects of the project. Al will discuss how to identify and deal with the various risk factors involved in project management.

In part two of the program Al will discuss key project management tools and show you how to use these tools.

Program Agenda- Part I

During this beginning portion of the program AI will introduce project management and provide an overview of the agenda of his presentation.

Program Agenda

PART I:

1. Projects, Project Management, and the Driving Factors
2. Clarifying Clients' Expectations:
 - A. Background on Case Study
 - B. Initiation and the Project Charter
 - C. Critical Success Factors
 - D. Project Communication Management
 - E. Risk Identification

Program Agenda

PART I:

3. Project Management Process Areas:
 - A. The Benefits of a Standardized Process
 - B. The Mechanics of the Processes

What is a project?

In today's business environment there is a great deal of talk about "projects" and project management. The word project and the techniques of project management often mean several things to people. In order to design and implement successful projects and manage them successfully, it is helpful to begin with clear, agreed upon definitions.

Dr. Zeitoun presents his definition of a "project" and Project Management (PM) below. Take notes in the space below.

1. What is a Project?

- Temporary, organized human endeavor to provide a solution to an identified need
- Has a beginning and end
- Uses Resources
- Has to meet certain objectives
- Unique

Project Management (PM)

- The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project.

Reference: PMBOK™ Guide, 1996. Glossary

Do we need project management?

Often we are faced with developing and carrying out difficult assignments. In determining how to manage these assignments AI considers several approaches to implementing them. In this part of the discussion, Dr. Zeitoun will present guidelines about when to utilize project management techniques and approaches.

Do We Need Project Management?

- Is the job large or complex?
- Are the constraints tight?
- Does the job require integration of several activities?
- How many boundaries must be crossed?
- Are there important environmental considerations?

Driving factors for project management

A number of factors drive project management techniques and approaches. Dr. Zeitoun discusses the ways project management can be used strategically by organizations to serve an integrative function.

Al discusses the variety of issues and concerns project management techniques deal with. He also discusses how these techniques organize complex assignments so that the conflict, scope, budget and risk issues can be successfully addressed.

Driving Factors for Project Management

- Projects have become building blocks in the strategic management of an organization
- The integrative function of the project manager must be emphasized
- Conflict is an inevitable force to be contended with
- Project scope must be clearly defined and communicated to all stakeholders

Driving Factors for Project Management

- Project plans must be at appropriate level of detail
- Schedules and budgets must be monitored, tracked and achieved to plan
- Project risk must be reduced
- Multiple projects must be managed successfully

Return on Investment

Organizations struggle with the issue of the returns they get on the financial and human resources devoted to various projects. AI will describe the ways project management can serve an organization's needs in this area.

Return on Investment

- The following could be achieved by using Project Management:
 - Advance Product/Service Quality
 - Ability to meet Schedule
 - Ability to meet Budget
 - Improve Staff Morale
 - Achieve Customer Satisfaction

The CONFIRM case study

You were asked to prepare for this satellite presentation by reading a case study. AI will discuss this case and show how it will be used throughout the program to illustrate various applications of project management techniques.

2.A. The CONFIRM Case Study

- Highlights
- Use of Case throughout the Learning Program
- The Value of Lessons Learned
- Applicability of the Case to various Industries

The CONFIRM Case Study is used for this broadcast and the associated workbook by International Institute for Learning, Inc. with the permission of its publisher, the Association of Computer Machinery, New York, NY. It is from "When Professional Standards are Lax: The CONFIRM Failure and Its Lessons" by Effy Oz.

Initiation and the project charter

The beginning and formal recognition phase of a project is the foundation on which the later activities are based. Therefore, it is important to formalize and delineate this stage of the project in a careful way. This initial charter sets the tone and organizes the project. The charter phase signifies the kickoff of project activities.

Dr. Zeitoun will discuss this important project phase and provide guidelines and tips for beginning well.

2.B. Initiation and the Project Charter

- Formally recognizes the existence of a project
- Should include directly or by reference other documents
- Issued by a manager external to the project
- When a project is performed under contract, the signed contract will generally serve as the project charter for the seller

Charter template

AI discusses the elements of a project charter with suggestions for successfully chartering a project.

Charter Template

Project Charter

Project Name: _____

Project Manager: _____

Business Needs:

1.	5.
2.	6.
3.	7.
4.	8.

Project Manager's Responsibility / Authority:

_____	_____
_____	_____
_____	_____

Approved by: _____

Project Sponsor

Critical success factors

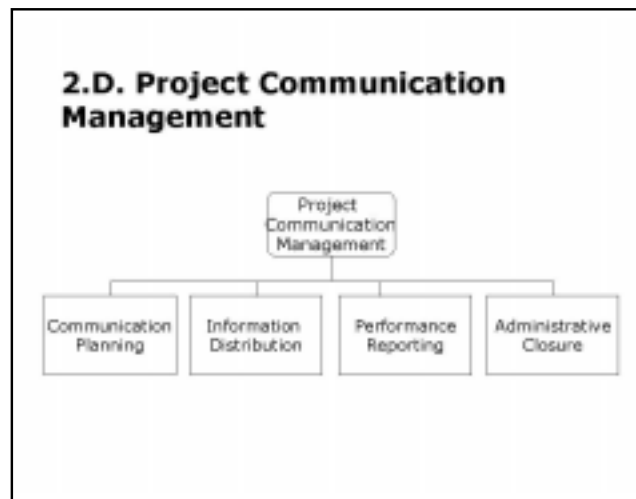
AI suggests that you visualize the Critical Success Factors of your project as the three sides of a triangle. These Critical Success Factors include issues of time, cost and scope/quality. These success factors occur on several levels – the client, the team and the organization.

AI will discuss these Critical Success Factors and help you to think about what these might be for your project.



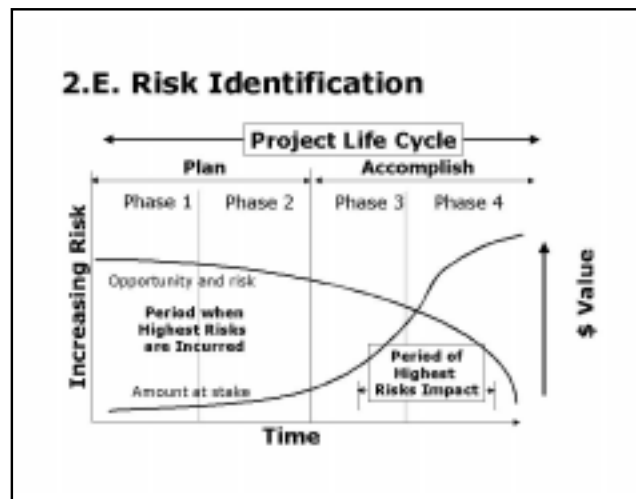
Project communication management

One of the critical tasks of any successful project is communication. In this portion of the program Dr. Zeitoun describes a model for planning and managing effective communication activities for a successful project.



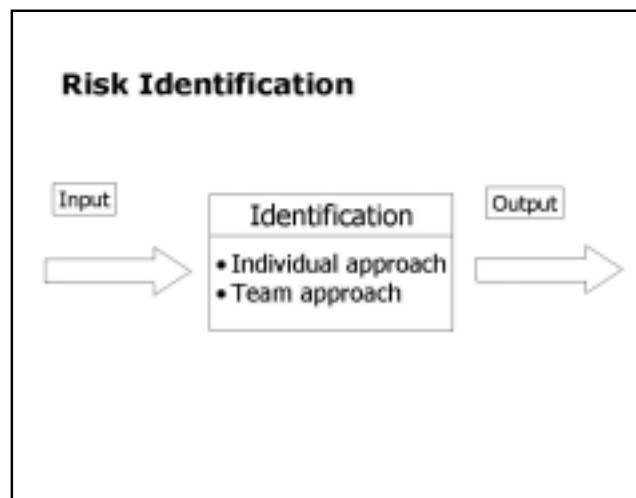
Risk identification

Dr. Zeitoun describes the life cycle of a project and its 4 phases. He will explain the pattern of risk that takes place over the life of the project. He will also present ideas and strategies for mitigating and dealing effectively with the identified risks.



Risk identification

The process of identifying the risks associated with a project has three steps. Gathering input to help assess the risk is the first step. Determining whether to utilize an individual or team approach to identifying the risks is the second step. The last step is developing output that clearly states the risks involved for a particular project.



Risk identification workshop

In order to do the work of identifying the risk factors for your project you need to consider how you will go about this. AI identifies the process and steps you should follow to carry out this risk identification task.

Risk Identification Workshop

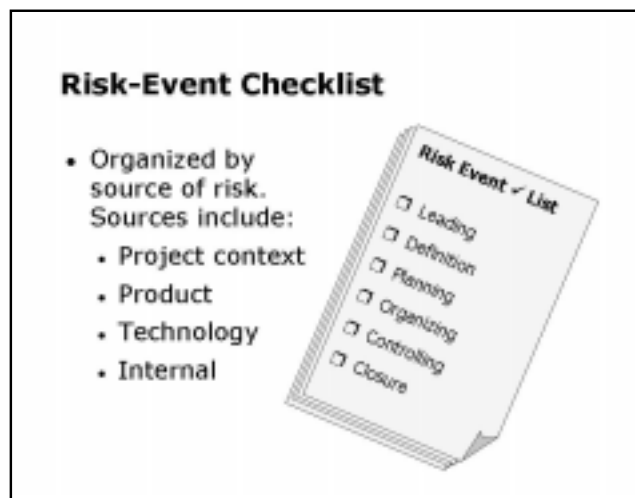
- Review ground rules
- Explain project scope
- Brainstorm
- Group by categories of source

Risk Identification Workshop

- Review & link to symptoms, scope, time, cost, quality, resources, communication & procurement
- Rephrase, regroup, condense until have consensus
- Finalize risks & document

Risk event checklist

Brainstormed lists of risks identified by you and your team usually contain a broad array of items. AI suggests that you think about how you might group or arrange the risks identified. By deciding on topics or categories for your list you might see patterns that would help you plan for and deal with the possibilities these risks could present.



The benefits of a standardized process

Often when tasks and assignments become complex and reach into different areas of the organization, using the discipline of developing a standardized process can help the project be successful. In this portion of the presentation AI will discuss the benefits of developing and utilizing standardized processes.

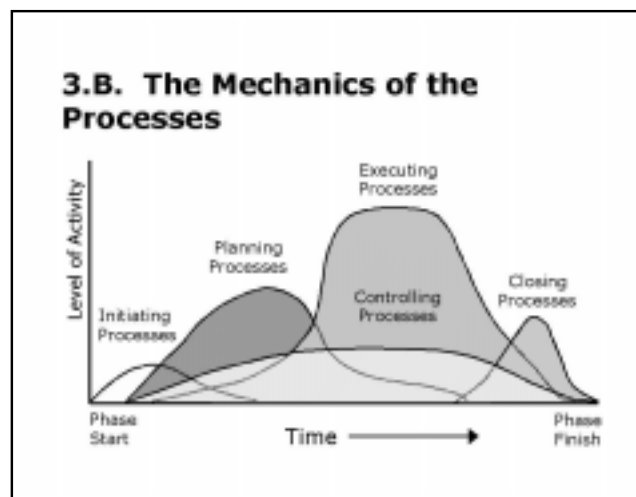
Use this space to take notes on AI's presentation on the benefits of developing standardized processes. Think about how your own project could benefit from the use of these standardized processes.



The mechanics of the processes

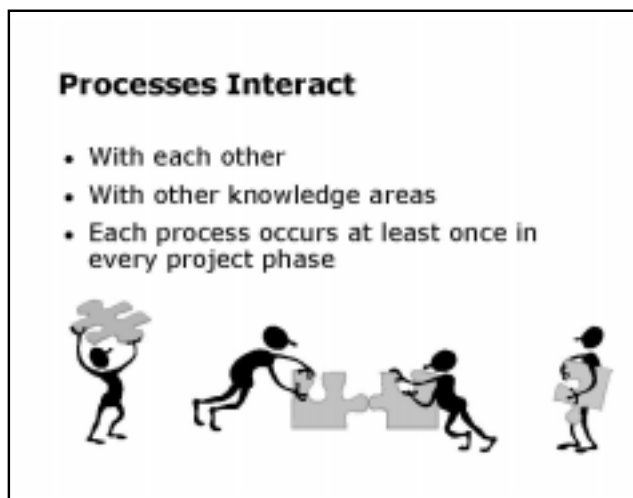
Research has shown that each phase of project management processes occur in a regular pattern. The level of activity and time of the processes overlap and take turns diminishing and increasing in intensity.

Dr. Zeitoun will describe this process in detail in this part of the program. He will discuss how these mechanics change over time and give you suggestions and guidelines to apply to your own project.



Processes interact

Each process has its own pattern of activity. These overlap and interact with each other in many ways. Dr. Zeitoun will describe how these processes overlap with one another and help you understand the implications of this pattern for project management implementation.



Program agenda – Part II

In this second part of the satellite program AI will identify and demonstrate key project management tools. These include: SMART objectives, Work Breakdown Structure, Critical Path Method, Gantt and Milestone Charts, use of project management software and Responsibility Assignment Matrix.

As you learn about each of these tools you can begin to think about which ones will be most helpful and useful for your work.

Program Agenda

PART II:

4. Key Project Management Tools

- A. SMART Objectives
- B. Work Breakdown Structure
- C. Critical Path Method
- D. Gantt and Milestone Charts
- E. Use of Project Management Software
- F. Responsibility Assignment Matrix

A SMART objective

Al will describe the critical importance of beginning your project with SMART objectives. He will describe what constitutes a SMART objective.

As you listen to this portion of the program see if you can write one or two SMART objectives from your own work.

Program Agenda

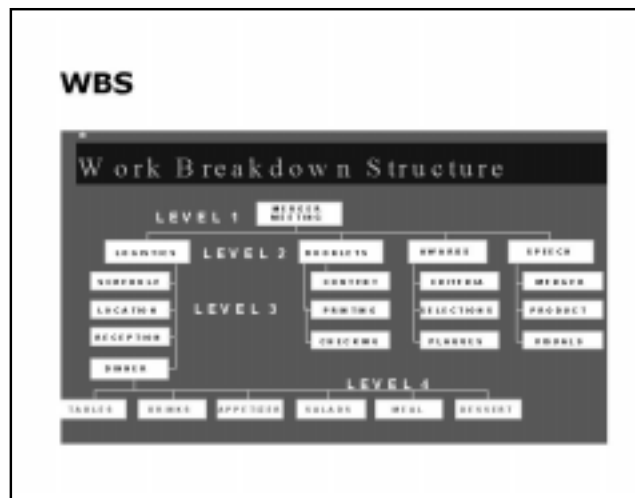
PART II:

5. Creating Project Management Culture:

- A. The Steps Needed
- B. The Future

A Work Breakdown Structure (WBS)

An important component of any effective project management approach is the work breakdown structure. The work breakdown structure accomplishes a number of important functions for the project management approach. These include: helping to define the scope of the project, tying directly to schedule activities and helping to structure cost estimates and allocating resources.



Work breakdown structure approaches

There are a variety of approaches to defining and identifying the work breakdown structure. These include approaches that are deliverables based, phased and facilities based.

WBS Approaches

- Deliverables Based
- Phased
- Facilities Based

Work package

The work package is the lowest level of detail found in the work breakdown structure. The work package helps to link the project scope to the schedule, cost, resources and risk.

Developing the work package is often a task that can be handed off to another member of the team.

Think about what kinds of information you would need to include for your project.

Work Package

- Lowest Level of Detail of the WBS
- Links the Project Scope to the Schedule, Cost, Resources, and Risk
- Can be handed off to a Responsible Party

Critical path method

There are a variety of project management approaches. One of the most common is the Critical Path Method. Dr. Zeitoun will describe this method of project management and discuss its use and applicability.

Think about whether this approach would work for the project you might be implementing.

4.C. Critical Path Method

- Longest Path in the Project Schedule
- Contains no Flexibility (Float or Slack)
- The Focus for getting the Project completed timely
- Forward Pass (Early Dates: Early Start - ES, Early Finish - EF) & Backward Pass (Late Dates Late Start - LS, Late Finish - LF)

Float calculations

In this part of the program AI demonstrates the use of float calculations.

Float Calculations

- Total Float - Delay impacts critical path

$$LF - EF \quad \text{or} \quad LS - ES$$

- Free Float - Delay impacts next activity

$$ES \text{ of succeeding activity} - EF \text{ of measured activity}$$

Gantt or Bar Chart

Another approach and technique for project management is the Gantt or Bar Chart. Al will describe and define this technique. He will also discuss why and when you might choose this technique.

Think about this approach and whether or not it would be an appropriate approach for your project.

4.D. Gantt or Bar Chart

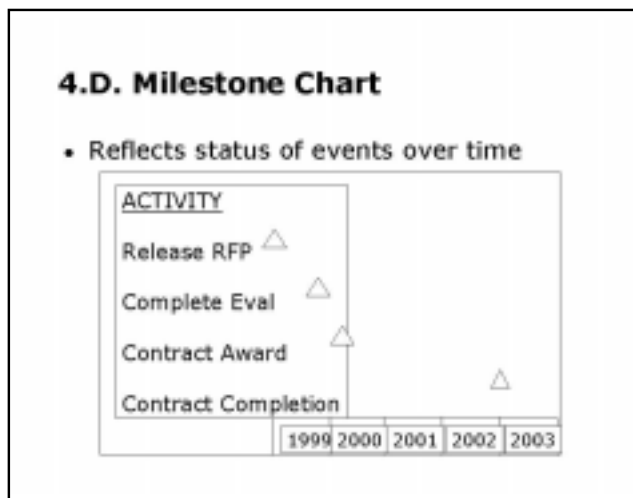
- Purpose
 - Depict schedule progress against plan
- Activities
- Time



Milestone Chart

Another project management technique is the Milestone Chart. These charts are useful for depicting the status of events over time. Al will demonstrate this technique and describe appropriate use and application of the Milestone Chart.

Consider whether a Milestone Chart could be useful in your project work.



Use of project management software

There are a wide variety of project management software products from which to choose. Al will describe the different programs for you. He will also suggest some criteria for deciding on which of these products might be useful for you.

4.E. Use of Project Management Software

- Methodology for software evaluation can cover among other factors
 - Performance
 - Quality
 - Versatility
 - Ease of learning
 - Ease of use
- Define your requirements first!

Responsibility Assignment Matrix (RAM)

AI will describe the use of the responsibility assignment matrix. He gives examples of this technique and helps you think about how and when you could make use of this valuable skill.

4.F. Responsibility Assignment Matrix (RAM)					
Person	Ann	Bob	Ken	Cathy	Other
Phase					
Requirements	S	R	A	P	
Functional	S				
Design	S				
Development		R			
Testing					

P = Participant A = Accountable R = Review required
I = Input required S = Sign-off required

Responsibility Assignment Matrix- RACI diagram

A RACI diagram helps teams to work together more effectively. It is a way to assure the success of projects by carefully identifying who has what level of responsibility for which project tasks and outcomes. This diagram can be an invaluable management tool.

<div> <div>RAM</div> <div>Program Management - RACI DIAGRAM</div> </div>													
PROJECT TEAM	CHP	REL	PLP	DRWS	SWP	SPC	BRD	CHP	SWP	PLP	DRWS	SWP	SPC
PROJECT DELIVERABLES	CHP	REL	PLP	DRWS	SWP	SPC	BRD	CHP	SWP	PLP	DRWS	SWP	SPC
Overall Direction	C	I	I	I	I	I	I	I	I			C	A
ERP Implementation	A												
Technical Infrastructure	I	I	I	I	I	A/R	I	I	I	R	C	I	C
Capacity Optimization Process	I	R	A	R	I	I	I	I	I	R	R/C	I	R/C
Business Process Sel	C	R	R	R	R	R	A	R	R	R	R/C	I	C
Technology Enablers	C	R	R	R	R	A	C	R	R	R	C	I	C
Systems Retirement	I	C	C	C	C	A/R	C	C	R	R	C	I	C
Universal Training Program	C	R	R	R	R	R	A/R	R	C	C	C	I	C
Lessons Learned Process	R	R	R	R	R	R	R	A/R	C	C	C	I	C

Note: R=Responsible, A=Accountable, C=Consulted, I=Informed

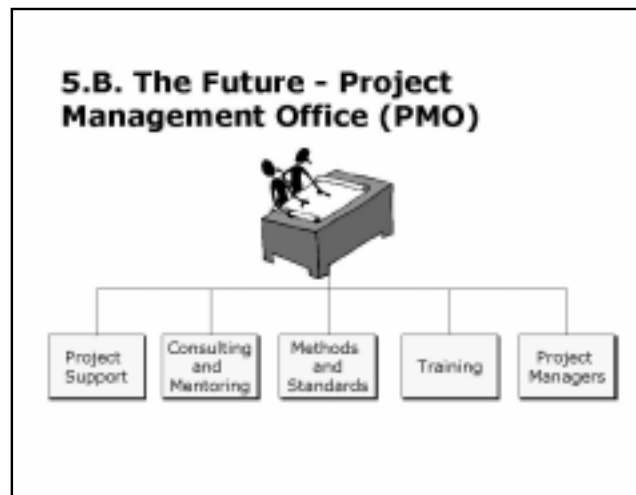
Creating a project management culture

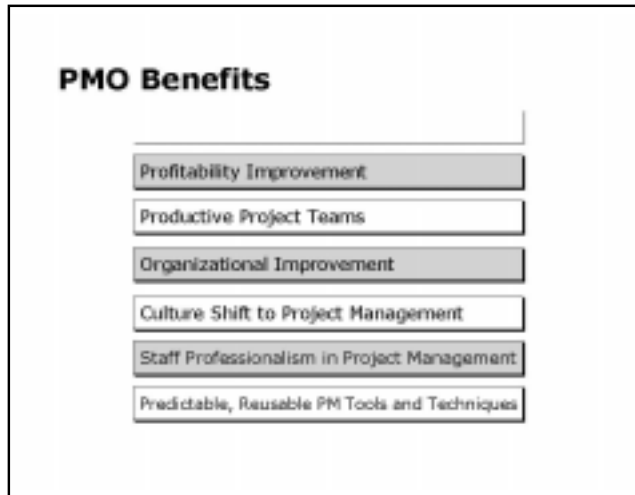
For project management approaches and techniques to have the most value, project management needs to become the way an organization does business. AI will discuss how an organization can create this project management culture.

Think about your organization and whether project management has this central place as a core competency. Think about how this might benefit your organization.

The future- Project Management Office

AI will discuss how this office could assist the project management work of the organization. The project management office would support, train and standardize processes, develop methods and standards as well as oversee all of the project managers.





Digital strategy

These are some of the digital strategies that will enable the project management office to be more efficient and effective.



Wrap up

In this program, Dr. Zeitoun presented a thorough review of project management foundations. You learned how to initiate and charter a project. You learned how to identify the critical success factors and how to identify the possible risks associated with a project.

Al utilized the CONFIRM case study as an illustration of a project management object lesson. He discussed the value of standardized processes for your organization. He also demonstrated a variety of project management approaches and techniques.

You are now ready to embark on your own project management adventure!

Post-presentation activities

- Go back and review your responses to the Project Management Skills Requirement Inventory. See if you want to change any of your ratings.
- Review the definitions on page 5 presented in your Pre-presentation activities. See if you can add to and/or correct your responses.
- Spend some time studying one of the project management software packages Dr. Zeitoun discussed.
- Plan your own project using the project management techniques you learned in this presentation.

PROJECT MANAGER COMPETENCY EVALUATION

Project Manager: _____ Date: _____

This survey is designed to identify the essential job competencies for project managers. The information should be used to help determine project management training requirements. Sections A to E list competencies relevant to project management. Please check the appropriate column to indicate the importance of each competency in your current job according to the following rating scale:

1. Essential 2. Desirable (but not essential) 3. Of limited importance

In the last column, titled Training Needed, please check those competencies where you feel you could personally most benefit from additional training. Select as many or as few as you need.

Section A – Core PM Competencies

How important is in-depth knowledge of the following in your job?

	1 Essential	2 Desirable	3 Limited Importance	Training Needed
1. Objectives and activities of each of the project phases				
2. Acceptance procedures				
3. In service support including post design services				
4. Procurement strategy development				

Section B - Special Knowledge or Skills

How important is in-depth knowledge or skills in the following in your job?

5. Technical requirement and acceptance criteria specifications				
6. Planning and control techniques including network and resource analysis				
7. Configuration management				
8. Project reviews including design reviews				
9. Understanding, specifying and controlling software projects				
10. Trade off analysis (cost vs. capability)				
11. Risk management				
12. Quality assurance management				
13. Technical trials and testing				
14. Computer aided project management techniques				

Section C - Management Techniques

	1 Essential	2 Desirable	3 Limited Importance	Training Needed
How important are the following in your job?				
15. Negotiating				
16. Assertiveness				
17. Motivating others				
18. Decision making				
19. Delegation				
20. Setting objectives and measuring achievement				
21. Effective written and oral communications				
22. Preparing for and leading meetings				
23. Personnel management including staffing, training and evaluation				

Section D - Finance**How important are the following in your job?**

24. Life cycle costing including cost estimating				
25. Cash flow				
26. Net present value concepts				
27. Earned value concepts				
28. Project office costs				
29. Cost control, i.e. managing to budgets and forecasts				

Section E - Contracts**How important is in depth knowledge of the following in your job?**

30. Proposal evaluation and contractor selection				
31. Contract terms and conditions				
32. Public purchasing rules				
33. Types of contracts, i.e. fixed price, incentive, etc.				
34. Prime contractor responsibilities				

PROJECT MANAGER'S SKILL REQUIREMENTS INVENTORY

Project Manager: _____ Date: _____

	A Little	Some		A Great Deal		
1.	1	2	3	4	5	Possesses experience on multi-disciplinary task forces or committees.
2.	1	2	3	4	5	Ability to understand and work with group dynamics.
3.	1	2	3	4	5	Ability to differentiate between important and unimportant issues.
4.	1	2	3	4	5	Ability to know when to compromise.
5.	1	2	3	4	5	Possesses both a flexible personality as well as a strong determination to succeed.
6.	1	2	3	4	5	Ability to state his/her case well when needed.
7.	1	2	3	4	5	Ability to be assertive.
9.	1	2	3	4	5	Wants to see things through.
10.	1	2	3	4	5	Follows up.
11.	1	2	3	4	5	Ability to be persuasive and not be put off by potential confrontations or arguments.
12.	1	2	3	4	5	Feels comfortable with self-direction and does not become frustrated with unclear delegation of authority and/or from his/her superiors.
13.	1	2	3	4	5	Is open to being trained in up-to-date interpersonal/technical project management skills.
14.	1	2	3	4	5	Ability to work for two or more bosses.
15.	1	2	3	4	5	Ability to make fast, on the job decisions.
16.	1	2	3	4	5	Exhibits mature judgment.
17.	1	2	3	4	5	Ability to control costs.
18.	1	2	3	4	5	Ability to establish ties, monitor and evaluate project accountability among team members.
19.	1	2	3	4	5	Ability to understand major technical issues.
20.	1	2	3	4	5	Ability to evaluate productive and creative efforts.
21.	1	2	3	4	5	Risk oriented.
22.	1	2	3	4	5	Ability to communicate upward with clients and higher management and downward with key technical managers and professionals.
23.	1	2	3	4	5	Ability to take strong leadership in the beginning and willingness to delegate responsibility and authority to others projects progress.
24.	1	2	3	4	5	Ability to listen, probe, and objectively evaluate information.
25.	1	2	3	4	5	Has the stamina needed to complete projects.
26.	1	2	3	4	5	Ability to play unfamiliar roles as a manager.
27.	1	2	3	4	5	Is politically astute.
28.	1	2	3	4	5	Ability to develop effective work relationships with peers and with individuals of different ranks.
29.	1	2	3	4	5	Ability to cope with the ambiguity of matrix organizations.
30.	1	2	3	4	5	Willingness to participate in problem identification, problem solving and decision making.

	A Little	Some		A Great Deal		
31.	1	2	3	4	5	Willingness to use, when needed, a trial and error approach rather than a sophisticated management approach.
32.	1	2	3	4	5	Ability as a matrix member to work out own roles and relationships.
33.	1	2	3	4	5	Ability to initiate changes that are contrary to the organization's conventional way of doing things.
34.	1	2	3	4	5	Possesses above average planning and controlling skills.
35.	1	2	3	4	5	Has broad knowledge of all functions and regions coordinated by the matrix.
36.	1	2	3	4	5	Well skilled in negotiating processes.
37.	1	2	3	4	5	Ability to be a political diplomat.
38.	1	2	3	4	5	Sensitive to the personal needs of project team members.
39.	1	2	3	4	5	Ability to identify training needs of team members.
40.	1	2	3	4	5	Knowledge of company processes and procedures.
41.	1	2	3	4	5	Familiarity with matrix organization concepts.

Question sheet

Use this form to write your question for Al Zeitoun or for discussion among your colleagues. Please write clearly.

Name (optional) -----

Organization -----

Location -----

Your question (25 words or less):

Tel 617-692-5641

Fax 617-476-1041

Email mgmtdevelopment@linkage-inc.com

Question sheet

Use this form to write your question for Al Zeitoun or for discussion among your colleagues. Please write clearly.

Name (optional) -----

Organization -----

Location -----

Your question (25 words or less):

Tel 617-692-5641

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LINKAGE MANAGEMENT DEVELOPMENT CERTIFICATE SERIES EVALUATION FORM
SESSION III: AL ZEITOUN - FOUNDATIONS IN PROJECT MANAGEMENT

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-862-2355.

Name _____ Title _____

Organization _____

Phone _____ Email _____

• **Please indicate functional area (only check one):**

☐ Finance ☐ Human Resources ☐ Manufacturing/Operations ☐ Marketing ☐ R&D ☐ Sales ☐ Other (specify) _____

• **How many people do you have reporting to you (include all levels)? Number:** _____

• **Please indicate your job level (only check one):**

☐ President or Officer ☐ Vice President or Director ☐ Manager/Supervisor ☐ Team Leader ☐ Sales Rep.
☐ Customer Service Rep. ☐ HR, T&D, OD Practitioner ☐ Other: _____

1) Please indicate a rating for each of the following evaluation criteria by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
Length of presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective presenter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Useful participant materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current important topic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Useful question and answer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Live (versus taped) broadcast important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program: _____

3) May Linkage use this comment for promotional purposes (including name and organization)? ☐ YES ☐ NO

4) On a scale of 1-10 (10 = Outstanding), how would you rate this satellite broadcast session? Rating: _____

5) How did you hear about this presentation (please check all that apply)?

☐ Email message ☐ Self-mailing brochure ☐ Bulletin board poster ☐ Press release ☐ Colleague
☐ Phone Call ☐ Advertisement in: _____ ☐ Other: _____

6) How many viewers would you estimate attended this event (in the room with you)? Number: _____

7) Which technology do you prefer to view these types of programs?

☐ Satellite (open room) ☐ Web-casting (desktop viewing) ☐ Taped video ☐ Other: _____

8) Please indicate the topics you would like to see via satellite/web-casting (check all that apply):

☐ Coaching ☐ Creativity ☐ Performance Appraisal ☐ Interviewing ☐ Leadership
☐ Project Mgmt. ☐ Negotiation ☐ Strategic Selling ☐ Presentation Skills ☐ E-Commerce
☐ Other: _____

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